

Professional Skills for Government (PSG)

HR Professional Standards Workbook

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Contents

1. What this Workbook is for
2. Introduction by the Head of HR Profession
3. The Professional Skills for Government agenda
4. The HR Professional Standards
5. HR Roles
6. HR Careers in the Civil Service
7. Assessing yourself against the HR professional standards
8. Development planning
9. HR Career Principles
10. Questions and Feedback

Annex - HR Career Case Studies

1. What this Workbook is for

This workbook is designed to **help you improve your performance as an HR professional**. For those working in HR, it provides guidance on how to identify and meet the Professional Expertise requirements within the Professional Skills for Government framework.

Here's a summary of how to use it:

- Step 1:** **Understand the PSG context:** If you don't already know it, understand how developing your HR professional expertise fits in to the overall PSG framework [Chapter 3]
- Step 2:** **Identify the HR Professional Standards:** identify the professional standards which:
- (i) apply to you now
 - (ii) apply to role you may aspire to in the future
- [Chapters 4-6]
- Step 3:** **Assess yourself:** do a self-assessment against the requirements and then discuss it with your manager [Chapter 7]
- Step 4:** **Take action!** Choose the right development option and then follow it through. [Chapter 8]
- Step 5:** **Do it all again...** Learning is for life not just for April.

The workbook applies across the whole of the Civil Service. You should read it in conjunction with any guidance from your own organisation to get the full picture.

Feedback

This is a first draft of the workbook. Although it has been developed with current HR professionals, we are sure it can be improved and would welcome your suggestions or additions. Please email MPM with the subject title '*HR workbook improvements*' at mpm@cabinet-office.x.gsi.gov.uk

Further Copies

You can either download further copies from the HR Profession website at <http://hr.civilservice.gov.uk> or you can request copies through this e-mail address mpm@cabinet-office.x.gsi.gov.uk using the subject title '*HR workbook orders*'

2. Introduction

The last few years have been a time of great change for the HR profession, both inside and outside Government. Expectations of HR are changing, and the roles of HR professionals have to change with this.

HR professionals are now being recognised as key contributors to an organisation's success in delivering its wider agenda. This can only be good news for those of us who believe in the vital role HR has to play in ensuring we make the best use of our people to deliver our organisational goals.

But the new role of HR also makes great demands on those of us working in HR. Traditional HR expertise is still fundamentally important but so too are some newer skills, including:

- understanding the business in which we are operating and an ability to provide people solutions to improve delivery;
- facilitating change within the organisation;
- aligning our HR actions with delivery
- using people information to drive performance improvement.

A recent skills analysis of HR professionals in the Civil Service showed that these are areas which need some significant development.

Even before the Professional Skills for Government (PSG) agenda came along, we in the HR profession were rising to this challenge and equipping ourselves with these skills. PSG gives added and welcome impetus to this work by enabling all civil servants to develop the skills they need to design and deliver 21st century services.

This is not just about qualifications. CIPD and other HR qualifications play an important part in our expertise, professionalism and continuing development and we hope that in the future the vast majority of those working in HR will gain appropriate qualifications. But qualifications are neither a guarantee of, nor a substitute for, the broad range of skills that today's HR professional needs.

The HR professional standards set out in this workbook describe the expertise you will want to demonstrate as a HR professional in the Civil Service. Your HR Director and your manager will be working with you to support you in achieving them. The workbook also provides a range of practical tools to help you use them – including a self-assessment tool, role guidance, and suggestions on development options.

The prize for you here is a more satisfying career as part of a vibrant community of HR professionals. The prize for the Civil Service is better HR, better people management and better delivery.

We wish you the very best of luck.

3. The Professional Skills for Government agenda

We have for some time been growing the skills and expertise of our people. Professional Skills for Government builds on this to bring a systematic approach to ensure that:

- individuals have the **opportunities to gain the necessary skills** to do an excellent job and are provided with a clearer framework for career development; and
- the Civil Service has **the right skills, expertise and experience** to support the work of the Government, including delivering services to the public effectively and efficiently;
- our approach to skills and career development is more **systematic and consistent**.

We are moving away from the concept of “generalist” and “specialist” to three career groupings: **corporate services delivery, operational delivery, and policy delivery**.

The Professional Skills for Government framework

The PSG Framework has four elements and can be presented as follows:



People will need to be able to demonstrate skills and expertise in four areas:

- ✦ **Leadership** – the current PSG leadership requirement is the Improving Leadership Capacity vision agreed by Permanent Secretaries last year. However, the current SCS competence framework is under review and will evolve into a new leadership behavioural framework for PSG.
- ✦ the **Core Skills** that **every** civil servant at or aspiring to Grade 7 and above needs. At Grade 7 these are: People Management; Financial Management; Programme and Project Management; and Analysis and Use of Evidence. In addition, those in or aspiring to the SCS will need to demonstrate skills in Strategic Thinking; and Communications and Marketing
- ✦ **job-related professional expertise** that relates to the kind of work you do. The HR profession will sit within the corporate services delivery family.
- ✦ **for SCS members, and those aspiring to the SCS, wider experience** of other ways of working. This could be within the Civil Service or in other sectors.

More information about each of these areas can be found on the PSG website: www.civilservice.gov.uk/civilservice

This workbook sets out the **job-related professional expertise** that those of us who have chosen to be HR professionals will need to have. The aim is to provide real clarity and consistency about what will be expected of you – and what you will be helped to achieve - as you pursue a career in HR.

Levels below Grade 7

PSG is currently being rolled out for staff at Grade 7 and above; and will be rolled out for staff at other levels from April 2006. However the HR professional standards have already been defined for staff below Grade 7 so all HR professionals can start to take action now.

4. The HR Professional Standards

The HR Professional Standards set out the requirements for HR Professionals under 4 key areas:

- Knowing the Business
- Demonstrating HR expertise
- Acting as a change agent
- Building personal credibility

Each of these areas is calibrated at three different levels of expertise:

- Level 1 – expected to be people below Grade 7
- Level 2 – expected to be people at Grade 7 (SCS feeder grade)
- Level 3 – expected to be people at SCS Payband 1 (SCS entry grade)

The levels are cumulative and those meeting the requirements at level 3 will also be expected to meet those identified at levels 1 and 2.

Unlike some other professions we have not developed professional standards at SCS Payband 3 level at this stage. We think these roles might be better covered by some overarching Corporate Services standards and we are discussing that possibility with departments.

Under each area and level there are 3-5 indicators of what effective performance would look like.

The full set of HR professional standards can be found in the table on page 10.

Although the levels correspond to grades, we recognise that in specific roles individuals may be required to demonstrate a higher level of capability to be effective. For example, a HR Business Partner may need to develop a higher level of 'Building personal credibility' than their grade alone suggests. We expand on this in chapter 5.

These HR professional standards update and replace the earlier Civil Service HR capability framework. There is however much continuity between the two frameworks including the use of the same four headline areas.

The HR professional standards are *the* core standards for anyone working in HR in the Civil Service. Departments may build on the standards or adapt the language slightly to reflect their organisational context but the content should remain as the minimum professional standards for *all* Civil Service HR professionals. For example, over time we would expect to see job advertisements referring to 'meets the Civil Service HR professional standards at level 2' rather than just CIPD qualified or 3 years experience

CIPD qualifications and membership will remain the key route to professional accreditation for HR Professionals. A qualification alone will not allow you to demonstrate your competence against the Civil Service HR professional standards but it will underpin your professionalism. An educational route may provide you with the necessary underpinning knowledge and understanding. A

vocational/professional assessment route is likely to be more practically based and so may link more directly to demonstrating skills on the job. The HR professional standards will be mapped against the CIPD and other relevant standards in the near future and will be available on our website and in later editions of this workbook.

The HR professional standards are underpinned by seven HR Career Principles which set out the agreed approach to career management in the HR profession in the Civil Service. These can be found at page 36.

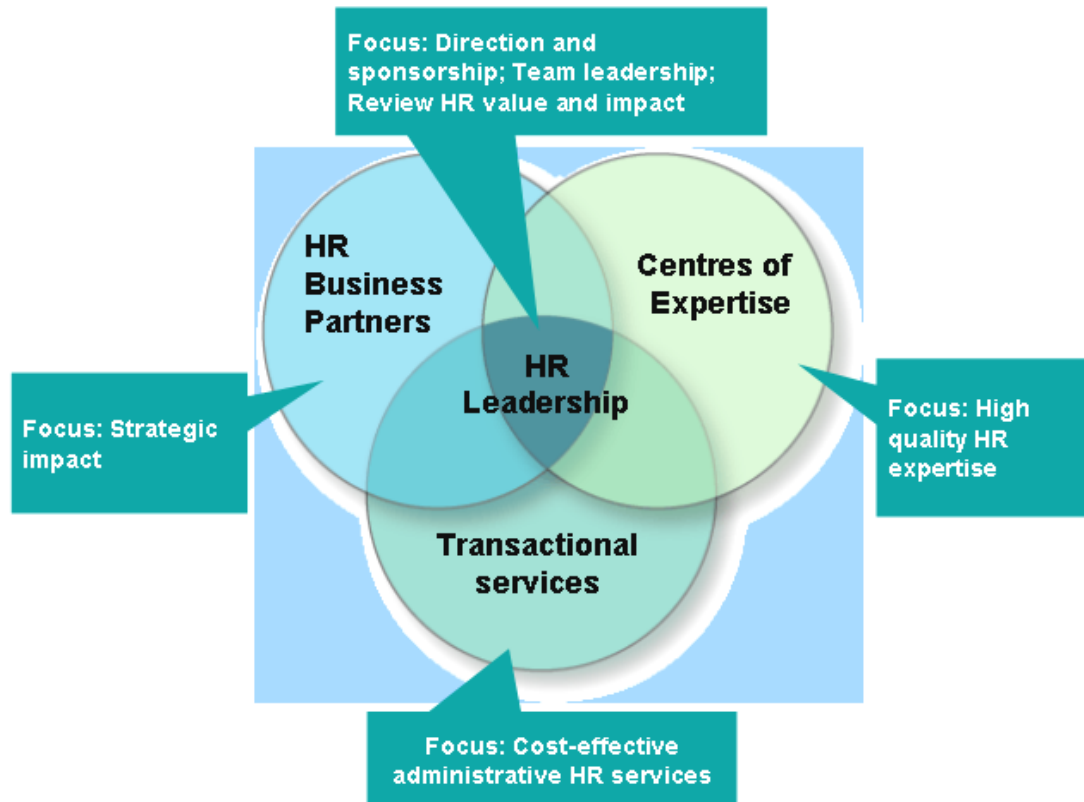
You will also find that there are links with other professional standards which you might want to investigate e.g. if you are managing HR projects, you may want to look at the Programme and Project Management standards. You can explore these links on the PSG website at <http://psg.civilservice.gov.uk>

The HR Professional Standards

	Knowing the Business <i>understands the organisation and how HR can best contribute to its success</i>	Demonstrating HR Expertise <i>understands and delivers suitable HR practices for the organisation which lead to organisational success</i>	Acts as a Change Agent <i>makes organisational change happen</i>	Building Personal Credibility <i>personally demonstrates the organisation's values, builds trust with partners in the organisation, and proactively contributes to organisational success</i>
HR Level 1	<ol style="list-style-type: none"> 1. Understand and communicate organisation's priorities, and support managers in working towards them 2. Align HR policy and services to the organisation's business 3. Use people information to assist decision-making in the line 4. Demonstrate how HR practices and effective people management help managers achieve their goals 	<ol style="list-style-type: none"> 1. Deliver HR services in a professional, responsible, accessible, and value for money way 2. Use information to inform HR decisions and make improvements within HR 3. Engage, enable and challenge managers to manage their people effectively 4. Continuously update and develop my professional knowledge 5. Ensure confidentiality, and practice HR to the highest ethical standards 	<ol style="list-style-type: none"> 1. Communicate effectively to help make change happen 2. Demonstrate a positive attitude to change 3. Use change and project management techniques to develop and deliver HR plans 	<ol style="list-style-type: none"> 1. Listen, question and communicate in an influential and engaging way 2. Present clear and concise information in response to queries. Deliver outputs on time and to the agreed standard. 3. Reinforce the organisation's values and desired behaviours through example. 4. Demonstrate a proven track record for customer service, delivery and capability
HR Level 2	<ol style="list-style-type: none"> 1. Understand the obstacles to achieving organisation's priorities, and what HR can do to help 2. Align HR strategy to the organisation's business 3. Use people information to identify performance problems in the line and solutions to them 4. Build effective business-based relationships with managers 	<ol style="list-style-type: none"> 1. Develop and deliver HR policies and services that meet business needs 2. Evaluate the effectiveness and efficiency of HR policies and services 3. Work in partnership with managers to improve people management practices 	<ol style="list-style-type: none"> 1. Engage people in making change happen 2. Apply change agent skills and tools with managers and employees 3. Diagnose organisational performance issues 4. Identify, align and deliver key HR initiatives needed to make change happen 	<ol style="list-style-type: none"> 1. Communicate confidently, persuasively and authoritatively across the organisation 2. Establish relationships with stakeholders by demonstrating HR capability across business issues 3. Adopt a personal style that encourages others to be open 4. Manage difficult issues with confidence, tenacity and integrity 5. Use core skills in my work, eg manage my own people well, use project management disciplines, understand and use people and financial information
HR Level 3	<ol style="list-style-type: none"> 1. Influence organisational strategy implementation, keeping people issues at the forefront 2. Translate organisational goals into HR strategy, actions and measures 3. Evaluate the contribution of people management to organisational performance 4. Be an influential member of the organisation's senior management team 	<ol style="list-style-type: none"> 1. Work with stakeholders to design and deliver HR strategy 2. Agree success criteria for HR performance with the line and manage performance 3. Lead organisation-wide change in HR and people management practice 4. Understand external trends and develop opportunities for the HR function to deliver extra value 5. Build an effective and efficient HR infrastructure to deliver organisational success 	<ol style="list-style-type: none"> 1. Lead change and influence key stakeholders to deliver sustainable benefits 2. Lead by example and champion the need for change 3. Address organisational capability gaps through organisational design and development 4. Design change programmes to achieve organisational goals 	<ol style="list-style-type: none"> 1. Win commitment across the organisation 2. Use internal and external networks to influence organisational direction 3. Be recognised as a functional expert internally and externally 4. Demonstrate authority, commitment and belief in people issues at senior level

5. HR Roles

Most HR functions are currently working to or towards a model which looks like the one below.



Using this model, every HR professional should be able to fit their job into one of four broad roles:

- **HR Expert** – HR experts draw on their significant HR skills and knowledge to design and act as guardian for HR policies and services. They may be responsible for delivery directly e.g. learning and development consultants; or to facilitate effective implementation by managers e.g. policy advisers; or work alongside managers to support delivery e.g. caseworkers.
- **HR Transactional Services Specialist** – HR Transactional Services Specialists are usually the first point of contact in HR for managers and employees, offering initial guidance on policies and services, and carrying out day-to-day transactions. They may work in a service centre, whether on the customer service desk, managing the centre, or working with technology to design better services. They are concerned with improving the effectiveness and efficiency of customer services.
- **HR Business Partner** – although every HR professional is involved with partnering the business to deliver added value, HR Business Partners work with senior managers at a strategic level, or in business units, to advise on people solutions to improve delivery.

- HR Leader – working as senior HR Professionals they may lead in one of the other 3 areas or be responsible for pulling it all together at a strategic level. In all cases they will provide leadership to the HR function.

Your job may not fall completely into one of these roles, but it is likely the vast majority of your tasks will. Within each of these roles there will be different levels e.g. in a centre of expertise you may be an HR policy adviser or you could be the Head of Talent Management.

The HR professional standards have been written so they apply across all the roles. All roles will be involved in the kind of activities that run through the standards such as designing customer-focused solutions; using people information to analyse and improve; facilitating the implementation of change as well as developing the policy; and building trust and credibility with managers in the organisation. Although we have identified HR business partner as a role, all HR professionals are now involved in partnering the business in a broader sense drawing on these kind of activities.

That said some roles may call for a slightly different emphasis across the standards.

- HR Experts may place more importance on the *Demonstrating HR Expertise* standards although it will also be important to *Know the Business* to make sure the policy or development activity addresses the business need and to be able to *Act as a Change Agent* to ensure effective implementation as well as a good design.
- HR Transactional Services Specialists may again focus more on the *Demonstrating HR Expertise* standards, particularly the service delivery elements. Many of the *Building Personal Credibility* standards also relate to providing excellent customer service. Outside of the HR professional standards, HR Transactional Service Specialists may also want to review themselves against the Operational Delivery standards particularly the Customer Service and Information and Communications Technology areas. These can be found on the PSG website at <http://psg.civilservice.gov.uk>
- HR Business Partners will need to *Know the Business* thoroughly to understand managers' needs and identify practical solutions. Gaining acceptance to those solutions and implementing them will depend on the business partner's *Change Agent* and *Personal Credibility* skills.
- HR Leaders are likely to have rounded experience across all the roles.

Finally, we would like to stress that each of these roles makes a valid and vital contribution to the overall success of the HR function and its partnering with the business. The HR function can only be successful if the different roles work to their best individually and together. A well run HR service centre is as important as good HR policies and practices which are as important as strong business partnerships.

6. HR Careers in the Civil Service

HR professionals will follow a range of career paths. Some will begin their career in the HR function as an administrator or graduate entrant, whilst others will transfer in from the business or from other sectors. Some will be looking to rise through HR to become the HR Director of tomorrow and others will draw equal satisfaction from a successful career at a level they are happy with, making lateral moves to build on and broaden their experience.

Consequently any model of career paths has to be fairly general. The model on page 16 uses the HR roles covered in chapter 5 to illustrate some possible career paths.

Usually at any point in an HR professional's career there are four key options:

1. Stay put and develop further within your role or area
2. Move sideways into another HR area to gain broader experience or tackle something different
3. Move to a bigger role or gain promotion
4. Move out of your HR function into the business or another organisation or sector to gain a different kind of experience, often as a temporary move before moving back into the function

Many factors will affect your decision. Your manager will be able to give you further guidance.

Three case studies which cover some possible HR career paths can be found in the annex.

Moving between the Business and HR

As business skills and experience become more important to the success of the HR function, HR professionals are likely to see more movement between the two. Business managers may be recruited to undertake HR Business Partner or Transactional Services roles. HR professionals will want to gain experience and knowledge of working in the line so they can stay attuned to the needs of the business and add real value. This does not necessarily mean a lengthy secondment to the line. It could involve project work; business orientation or liaison meetings; job rotation; short-term attachments; shadowing etc. As well as line experience, HR professionals may also consider wider experience of other corporate services.

Business managers transferring into HR will want to agree with their manager what development is appropriate. Most will need an orientation to HR in the Civil Service but they may not need in-depth HR knowledge as the HR Experts may be able to provide suitable professional advice. This leaves the business managers free to make the most of their skills strengths.

We envisage that longer term secondments between HR and the business are likely to happen more at Levels 1 and 2. At Level 3 and above HR professionals will already have gained broader experience in the business and

their focus is likely to be more on using their expertise to improve delivery. As such they will already be embedded in the business.

Professional Recognition

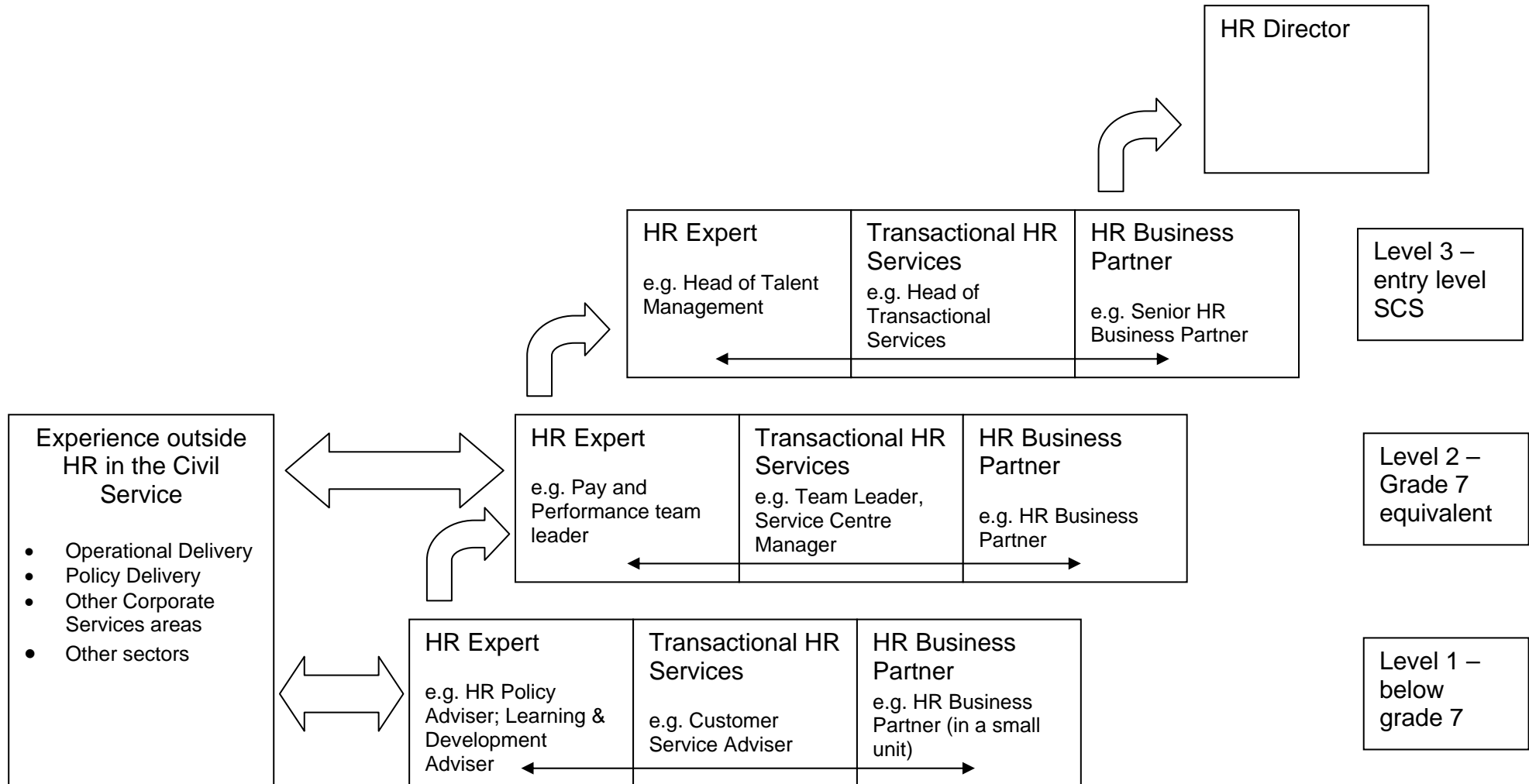
Every HR professional should seek to gain suitable professional qualification and recognition to deepen their expertise. That said, qualifications are not in themselves a demonstration of competence. HR professionals will need to demonstrate that they can apply their expertise in order to add value to the business. Suitable qualifications might include CIPD professional recognition, an MA in HR Strategy, or customer service or programme and project management qualifications depending on your role.

The Head of HR Profession is not making CIPD accreditation a requirement for promotion although departments may choose to do so.

Support in developing your career

Your manager will be your first port of call for support and advice. The Head of HR Profession will also be asking every HR Director in the Civil Service to put in place a talent management plan for developing and resourcing the HR professionals in their function, actively seeking to grow their own future leaders. Individuals should be enabled to move around HR roles and between HR and other professional areas to build experience and the HR function should be open to people transferring from the business into HR and vice versa. This will be reinforced with activity at a Civil Service level including facilitating moves between organisations and targeted development. The commitment of HR professionals in the Civil Service will be matched by support from departments and the centre to enable HR professionals to reach their highest level of capability in line with business needs

HR Career Paths



7. Assessing yourself against the HR professional standards

How to assess yourself

Your first step should be to establish what skills level you are benchmarking yourself against.

- For your current job, you will want to take into account your grade first – you will then be able to see the minimum standards which apply to you.
- Next, you should look at the role you are undertaking to identify whether there are skills areas where you want to be reaching above the minimum level identified by your grade in order to perform effectively.
- Finally, you can do a similar process to benchmark yourself against a role you aspire to.

Your manager can help you to talk through your benchmark.

You can then use the self-assessment forms on pages 20-27 to examine your current skills levels and decide the extent to which you need to improve in this area. Try to be honest and note down the evidence next to it that you are drawing on to make your assessment. On the opposite page you will find some additional information to help you make a better judgement. This sets out what kind of knowledge and understanding you should expect to have and the kind of tasks you might have undertaken or be doing to demonstrate effective performance. Bear in mind, these examples are not exhaustive. They are there to illustrate and help you think. You may want to start collecting examples of evidence to support your longer-term assessment and continuing professional development.

Before finalising your assessment, you should talk it over with your manager. They will be able to provide their own perspective on your capability and take a wider view across other staff to compare. Your evidence will be important here so you can have an informed discussion.

You can then use your assessment as the analysis on which to plan your development. You can find some ideas about development options on pages 28-35.

Over the next few months Cabinet Office will develop online diagnostic tools and a 360 degree feedback version of the skills to offer other ways to assess your skills levels. More information can be found on the HR Profession website <http://hr.civilservice.gov.uk> .

Managers – your role is to ensure the individual reaches a realistic assessment and development plan and to support them in actioning both.

Finally remember this workbook only covers the HR professional skills. You will also need to think about where you stand against the other PSG requirements

summarised on pages 6-7 and covered in more detail on the PSG website:

<http://psg.civilservice.gov.uk>

Links with other HR systems: performance management, appraisal & pay; and recruitment, appointment and promotion

Performance management, appraisal and pay

PSG is being rolled out for staff at Grade 7 and above from September 2005, and during Mid-Year Reviews in Autumn 2005, staff at these levels will be having a discussion with their managers about how they match up to the PSG requirements. This workbook can obviously be used as part of that process. There is no link at this point to departments' performance management arrangements.

From April 2006, PSG will be reflected in departments' performance management arrangements for staff at Grade 7 and above. The Cabinet Office will be consulting departments on what this means in practice over the next few months, although some kind of assessment against the relevant job-related professional expertise (ie for HR professionals, the HR professional standards) will obviously be part of any performance management system. We (and your department) will provide further advice on this in due course – we will explain, for example, how the assessment process set out in this workbook links to the assessment your manager makes of you in the context of your department's annual appraisal round.

The Cabinet Office will also be considering with departments the consequent impact on pay.

Recruitment, appointment and promotion

PSG applies to promotions into and appointments to the Senior Civil Service now, and so those moving into an SCS post in HR will need to demonstrate how they satisfy the relevant HR professional requirements. Until September 2007, however, departments may appoint people with gaps on the basis that it is likely they can be filled by September 2007.

The same arrangements will apply to appointments at Grade 7 and below from April 2006 (with the two year 'window' ending in March 2008).

Knowing the Business <i>understands the organisation and how HR can best contribute to its success</i>		Your current assessment <i>To what extent do I need improvement in this area?</i>				Your reasons for your assessment
		<i>Low</i>		<i>High</i>		
		1	2	3	4	
HR Level 1	1. Understand and communicate the organisation's priorities, and support managers in working towards them.					
	2. Align HR policy and services to the organisation's business					
	3. Use people information to assist decision-making in the line					
	4. Demonstrate how HR practices and effective people management help managers achieve their goals					
HR Level 2	1. Understand the obstacles to achieving organisation's priorities, and what HR can do to help					
	2. Align HR strategy to the organisation's business					
	3. Use people information to identify performance problems in the line and solutions to them					
	4. Build effective business-based relationships with managers					
HR Level 3	1. Influence organisational strategy implementation, keeping people issues at the forefront					
	2. Translate organisational goals into HR strategy, actions and measures					
	3. Evaluate the contribution of people management to organisational performance					
	4. Be an influential member of the organisation's senior management team					

<p align="center">Underpinning knowledge and understanding</p> <p align="center"><i>I understand and can explain...</i></p>	<p align="center">Demonstrating effective performance</p> <p align="center"><i>I can provide the following kinds of evidence...</i></p>
<ul style="list-style-type: none"> • The organisation's key delivery priorities, key stakeholders and structure • Managers' key concerns in delivering those priorities • How my work contributes to achieving the organisation's delivery priorities and addressing managers' concerns • How effective people management can contribute to delivery • The relevant people information for business areas and how it can enable decision making 	<ul style="list-style-type: none"> • Regular discussions with managers to understand their priorities and concerns • Examples of how you personally have helped managers to achieve their delivery goals • Examples of providing managers with people information which enabled better decision making.
<ul style="list-style-type: none"> • The organisation's delivery strategy and success measures • The enablers and barriers to the delivery of the organisation's priorities • The key differences and concerns of different business units within the organisation • How the organisation's people strategy aligns with and helps achieve the organisation's delivery strategy • The relevant people information for business units and how to use it to diagnose issues and solutions 	<ul style="list-style-type: none"> • An analysis of the organisation and its environment • Examples of aligning HR strategy to the organisation's business e.g. what changes made, demonstrating business influence on design, active involvement in the business planning process • Diagnosis of performance problems using people information and successful actions to solve them • Regular discussions with managers to understand their priorities and concerns. Examples of positive feedback on those relationships and your delivery
<ul style="list-style-type: none"> • The likely future direction and issues for the organisation • The wider government delivery agenda and the organisation's links to it • Good practice in delivery across the Civil Service and the key cross-government delivery issues • How to translate organisational strategy into people strategy and ensure its delivery • How the people 'system' as a whole works in relation to delivery. • The relevant people information for the organisation to assess the contribution of effective people management to delivery 	<ul style="list-style-type: none"> • Regarded by Directors and top team as a business person who also has HR expertise • Horizon scanning for the organisation and an effective HR reaction to that • People deliverables integrated in all business plans • A framework of people measures for the organisation agreed with the business with resulting actions • Examples of influencing strategic business decisions • Robust business cases made for HR improvement programmes • Positive feedback from business peers on your contribution to delivery

Demonstrating HR Expertise <i>understands and delivers suitable HR practices for the organisation which lead to organisational success</i>		Your current assessment				Your reasons for your assessment
		To what extent do I need improvement in this area?				
		Low		High		
		1	2	3	4	
HR Level 1	1. Deliver HR services in a professional, responsible, accessible, and value for money way.					
	2. Use information to inform HR decisions and make improvements within HR					
	3. Engage, enable and challenge managers to manage their people effectively					
	4. Continuously update and develop my professional knowledge					
HR Level 2	1. Develop and deliver HR policies and services that meet business needs					
	2. Evaluate the effectiveness and efficiency of HR policies and services					
	3. Work in partnership with managers to improve people management practices					
HR Level 3	1. Work with stakeholders to design and deliver HR strategy					
	2. Agree success criteria for HR performance with the line and manage performance					
	3. Lead organisation-wide change in HR and people management practice					
	4. Understand external trends and develop opportunities for the HR function to deliver extra value					
	5. Build an effective and efficient HR infrastructure to deliver organisational success					

<p style="text-align: center;">Underpinning knowledge and understanding</p> <p style="text-align: center;"><i>I understand and can explain...</i></p>	<p style="text-align: center;">Demonstrating effective performance</p> <p style="text-align: center;"><i>I can provide the following kinds of evidence...</i></p>
<ul style="list-style-type: none"> • The broad range of HR activities, basic employment law, organisational HR policies • How effective HR policy, services and support can contribute to effective people management • What kind of practices or approaches make HR services professional, responsive, accessible, and value for money • Potential measures/information I can use to inform HR decisions e.g. performance information, skills analyses • Techniques to engage, enable and challenge managers • How to keep my professional knowledge up to date • Current HR topics (internal and external) • The professional standards which underpin good HR 	<ul style="list-style-type: none"> • Positive feedback on personal contribution on HR services from stakeholders • Examples of improvements made to HR services in own area in reaction to information • Engagement with managers to ensure successful delivery of people management and HR policies or services • Examples of continuous professional development • Manager feedback on professionalism
<ul style="list-style-type: none"> • How effective people management and HR can address the particular delivery issues of this organisation • The spectrum of possible HR interventions or activities, when to use what, and their potential impact • How HR policies or services meet the business needs of how they need to change to do so • How to use quantitative and qualitative information to evaluate the effectiveness and efficiency of HR policies and services in a systematic way • How to gain constructive manager input to improve people management practices. 	<ul style="list-style-type: none"> • Examples of HR policies or services delivered which have had the desired impact and improved business results • Examples of improvements made to HR policies and services as a result of evaluation • Examples of facilitating managerial involvement in improving people management practices, including effective consultation and partnership working • Examples of balancing HR best practice with organisational reality • Results delivered even where I do not control all the resources
<ul style="list-style-type: none"> • What good HR looks like and how it can best deliver added value to the organisation • How to design strategy and the key factors in successful implementation • The key elements of HR strategy • How to measure the effectiveness of the HR function • The current programme of change in HR and people management practice. • How HR can help the organisation prepare for the likely future direction and issues for the organisation • How HR is developing across organisations and how this HR function can make the most of those opportunities 	<ul style="list-style-type: none"> • In-depth knowledge and skills in HR demonstrated in the design and implementation of leading edge policies and services • HR improvement programmes seen as business critical • A powerful People strategy which improves organisational delivery through effective leadership, talent management, performance management, and change management • A framework of performance measures for the HR function agreed with the business with resulting actions • Examples of balancing HR best practice with organisational reality • Delivery of large scale HR improvement programmes • Examples of personal leadership of current programme of change in HR and people management practice • An HR talent management plan for the function • Analysis of external HR environment • Examples of reacting to horizon scanning for the organisation • Seen as a champion for added value HR

Act as a Change Agent <i>Makes organisational change happen</i>		Your current assessment <i>To what extent do I need improvement in this area?</i>				Your reasons for your assessment
		<i>Low</i>			<i>High</i>	
		1	2	3	4	
HR Level 1	1. Communicate effectively to help make change happen					
	2. Demonstrate a positive attitude to change					
	3. Use change and project management techniques to develop and deliver HR plans					
HR Level 2	1. Engage people in making change happen					
	2. Apply change agent skills and tools with managers and employees					
	3. Diagnose organisational performance issues					
	4. Identify, align and deliver key HR initiatives needed to make change happen					
HR Level 3	1. Lead change and influence key stakeholders to deliver sustainable benefits					
	2. Lead by example and champion the need for change					
	3. Address organisational capability gaps through organisational design and development					
	4. Design change programmes to achieve organisational goals					

<p style="text-align: center;">Underpinning knowledge and understanding</p> <p style="text-align: center;"><i>I understand and can explain...</i></p>	<p style="text-align: center;">Demonstrating effective performance</p> <p style="text-align: center;"><i>I can provide the following kinds of evidence...</i></p>
<ul style="list-style-type: none"> • Techniques to communicate effectively • Techniques to facilitate change well • Project and risk management techniques 	<ul style="list-style-type: none"> • Examples of effective communication of change through a variety of channels e.g. face-to-face; electronic, written • Positive feedback from stakeholders on how change was managed • Manager feedback on personal attitude to change • Delivery of desired outcome on time and to budget
<ul style="list-style-type: none"> • The organisational levers to achieve change • How people react to change and why • Techniques to engage people in change • How to diagnose organisational performance issues • How HR initiatives can influence the achievement of change 	<ul style="list-style-type: none"> • Examples of successful engagement of people to make change happen e.g. delivery of new policy/service • Insightful diagnosis of organisational performance issues and resulting action plans • Examples where key HR initiatives have been used to support change • Results delivered even where I do not control all the resources • Successful high-level consultancy interventions • Examples of managing short-term activity whilst maintaining focus on long-term programme
<ul style="list-style-type: none"> • The HR Leader's role in facilitating change e.g. assessing change climate, building readiness and capability, reinforcing change, harnessing resources • Organisational diagnosis, design and development techniques • How to design an effective change programme 	<ul style="list-style-type: none"> • Examples of securing senior team buy-in to specific change programmes • Examples of successful change leadership and sustained achievement of change e.g. business restructuring • Examples of successful HR interventions to address organisational capability gaps using OD techniques

Building Personal Credibility <i>Personally demonstrates the organisation's values, builds trust with partners in the organisation, and proactively contributes to organisational success</i>		Your current assessment				Your reasons for your assessment
		To what extent do I need improvement in this area?				
		Low			High	
		1	2	3	4	
HR Level 1	1. Listen, question and communicate in an influential and engaging way					
	2. Present clear and concise information in response to queries. Deliver outputs on time and to the agreed standard.					
	3. Reinforce the organisation's values and desired behaviours through example					
	4. Demonstrate a proven track record for customer service, delivery and capability					
HR Level 2	1. Communicate confidently, persuasively and authoritatively across the organisation					
	2. Establish relationships with stakeholders by demonstrating HR capability across business issues					
	3. Adopt a personal style that encourages others to be open					
	4. Manage difficult issues with confidence, tenacity and integrity					
HR Level 3	1. Win commitment across the organisation					
	2. Use internal and external networks to influence organisational direction					
	3. Be recognised as a functional expert internally and externally					
	4. Demonstrate authority, commitment and belief in people issues at senior level					

<p style="text-align: center;">Underpinning knowledge and understanding</p> <p style="text-align: center;"><i>I understand and can explain...</i></p>	<p style="text-align: center;">Demonstrating effective performance</p> <p style="text-align: center;"><i>I can provide the following kinds of evidence...</i></p>
<ul style="list-style-type: none"> • Active listening techniques • How to adapt my interpersonal and communication style to meet the audience's need • The organisation's values and its desired behaviours • How my performance has added value to the organisation 	<ul style="list-style-type: none"> • Positive feedback from stakeholders, managers, peers and staff on performance • Consistent delivery of outputs against time, quality and resource targets
<ul style="list-style-type: none"> • Influencing and negotiating techniques • Relationship management techniques • Core skill techniques – Programme & People management; Analysis and Use of evidence; People management; Financial management 	<ul style="list-style-type: none"> • Positive feedback from stakeholders, managers, peers and staff on performance • Consistent delivery of outputs against time, quality and resource targets regardless of circumstances • Stakeholders, peers and senior managers seek my professional advice • Examples of managing difficult issues well and challenging constructively • Examples of well thought through proposals which get agreed and actioned • Examples of successful application of all the core skills in delivering HR work • Diagnosis of strengths and weaknesses in personal effectiveness and action plan to address them • Examples of demonstrating flexibility in style
<ul style="list-style-type: none"> • How to build networks and alliances • How to manage my own and HR's reputation 	<ul style="list-style-type: none"> • Positive feedback from stakeholders, managers, peers and staff on performance • Consistent delivery of outputs against time, quality and resource targets • Examples of being asked for expert input on delivery issues by senior team • Examples of gaining commitment to action from senior managers who hold different views • High engagement maintained in all the teams they are part of • Examples of being asked to lead organisational projects

8. Development Planning

You will probably need to focus and prioritise your development drawing on your self-assessment. Think about what is key to your performance in your current role. What are your key strengths you want to reinforce? What are your key development areas you want to address? What do you want to tackle now and what can you develop over time?

The immediate action then for many people is to reach for a course. And there are courses available, both from the National School of Government (www.nationalschool.gov.uk) and other providers. But a course may not always be the best option for you for several reasons – your learning style/preference; time/money; the outcome you want to achieve – so it is worth considering other options alongside.

Other options might include:

- Just doing it - on-the-job experience, stretch your job, try new tasks
- Coaching – providing or receiving,
- Mentoring – providing or receiving
- Working on projects e.g. cross-team, new areas, in the business
- Participating in or facilitating meetings – problem solving
- Helping other people learn e.g. sharing your experience/learning, running a development session at your team meeting
- Orientation sessions e.g. go and talk to managers about their business and issues
- Observation, Studying people who do it successfully – what do they do that is repeatable?
- Job shadowing, buddying
- Seminars, events, conference
- Networks
- Attachments and secondments
- Reading (books, magazines, internet)
- Volunteering
- Reflection, reviewing projects/work

Your manager and/or learning & development contacts will be able to help you work out what is best for you.

The table on pages 30-35 offers some suggestions on development you might consider at each level, both broadly and to address each of the four skills areas more specifically. We are keen to build on this so if you do something that works for you, please let us know (see feedback page 37). These are only suggestions so don't feel constrained by them or that you have to stick rigidly to the activities described for your level.

Feed your decisions into your development plan, remembering to set clear objectives and to evaluate afterwards whether your development has met your objectives. You still need to apply the learning before you know you can do it.

Finally, remember that learning is for life not just once a year. As an HR professional, you should seek to continuously improve your performance and professional expertise. Continuing Professional Development can include work-based learning; conferences or events; learning from other HR professionals; development courses or activities; building professional networks; reflection; reading etc.

Development Examples – Level 1 (below Grade 7)

	Level 1 (below Grade 7)
General	<ul style="list-style-type: none"> • Develop your capability against HR professional standards (Levels 1 & 2) • Develop Core Skills in People Management; Financial Management; Programme and Project Management; and Analysis and Use of Evidence • Develop experience across HR roles • Gain Associate membership of CIPD • Develop initial knowledge of the business • Undertake continuous professional development
Knowing the Business	<p>On-the-job:</p> <ul style="list-style-type: none"> • Arrange site visits or orientation meetings or ask to attend day-to-day business meetings to understand delivery issues <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • Degree/Diploma in Business Studies • ‘How to Understand and Partner the Business’ (National School) • ‘Business Planning’ (National School) <p>Reading:</p> <ul style="list-style-type: none"> • Organisational business strategy & regular performance reports • Organisational intranet and unit websites <p>People:</p> <ul style="list-style-type: none"> • Speak to managers or HR business partners about delivery issues • Arrange a buddy or mentor from a business area
Demonstrating HR expertise	<p>On-the-job:</p> <ul style="list-style-type: none"> • Arrange experience of other HR roles e.g. shadowing; rotation; orientation • Analyse the recent implementation of a people management policy and identify what went well, not so well and potential improvements • Test HR services as a customer and identify potential improvements • Analyse people information to identify and action potential improvements to HR services. <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • CIPD Certificate of Personnel practice • MSc in Human Resource Management and Development (National School) • Personnel NVQ Level 3&4 • Customer Service NVQ • Employment Law • HR Specialism courses e.g. recruitment & selection; learning & development facilitation; reward; diversity; talent management • HR transformation workshops (National School) <p>Reading:</p> <ul style="list-style-type: none"> • Organisational people strategy and key performance indicators • Organisational people policies • Magazines/journals - People Management, Personnel Today • Websites – CIPD, HR profession etc • ‘The HR Value Proposition’ by Ulrich & Brockbank • ‘Human Resource Management’ by Torrington, Hall and Taylor <p>People:</p> <ul style="list-style-type: none"> • Ask managers about their three top people issues or the blockers that prevent them from doing their job better • Speak to senior HR professionals about key people issues • Speak to HR colleagues to better understand their role

<p>Acts as a Change Agent</p>	<p>On-the-job:</p> <ul style="list-style-type: none"> • Produce recommendations on how your HR area could better manage change, including change communications • Grab opportunities to contribute to business change programmes • Produce a project plan, a risk analysis; and a communications and engagement plan for a change programme. <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • 'Managing Change' (National School) • 'Navigating Change' (National School) • 'The OD Practitioner' (National School) • 'Consulting and Change Agent Skills' (National School) • 'HR business partner facilitation skills' (National School) • Project management skills training <p>Reading:</p> <ul style="list-style-type: none"> • 'Organisational Culture and Leadership' by Edgar H. Schein <p>People:</p> <ul style="list-style-type: none"> • Speak to people experiencing change and to people leading it to understand the different perspectives
<p>Building Personal Credibility</p>	<p>On-the-job:</p> <ul style="list-style-type: none"> • Examine people who are acknowledged as good performers and identify what you could learn • Analyse a recent work issue and identify what went well, not so well and potential improvements • Get feedback on your communications style and action it <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • Core skills • Relevant Personal Effectiveness courses e.g. influencing, facilitation, presentation, listening • Management training <p>Reading:</p> <ul style="list-style-type: none"> • 'Seven habits of highly effective people' by Stephen Covey • 'How to win friends and influence people' by Dale Carnegie • 'Emotional Intelligence' by Daniel Goleman <p>People:</p> <ul style="list-style-type: none"> • Speak to stakeholders, managers, peers, and staff about how you might improve your performance

Development Examples – Level 2 (Grade 7)

	Level 2 (Grade 7)
General	<ul style="list-style-type: none"> • Develop your capability against HR professional standards (Levels 2 & 3) • Develop Core Skills, including the additional SCS areas of Strategic Thinking and Communications and Marketing • Develop Leadership skills • Gain Chartered membership of CIPD (MCIPD) • Build on or broaden experience in HR roles • OR gain wider experience e.g. in the business, other corporate services areas, or HR in another sector • Undertake continuous professional development
Knowing the Business	<p>On-the-job:</p> <ul style="list-style-type: none"> • Facilitate an awayday or strategy review meeting for a business area • Do an analysis e.g. SWOT, PESTLE of the issues for a business area • Work on a cross-functional project team • Get involved and contribute to unit business planning • Prepare a report for a business area using people information to identify opportunities for improving delivery <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • MBA • ‘How to Understand and Partner the Business’ (National School) <p>Reading:</p> <ul style="list-style-type: none"> • Unit business plans and performance reports • ‘Exploring Corporate Strategy’ by Johnson & Scholes • ‘Good to Great’ and ‘Built to Last’ by Jim Collins • ‘Putting the balanced scorecard to work’ by Kaplan & Norton • Strategy Survival Guide by Cabinet Office (www.strategy.gov.uk/downloads/survivalguide/index.htm) <p>People:</p> <ul style="list-style-type: none"> • Speak to senior business managers to gain a deeper understanding of their specific delivery issues and enablers and barriers • Arrange a buddy or mentor from a business area, other corporate services area, or an HR function in another sector • Visit customers to gain direct feedback about organisational performance
Demonstrating HR expertise	<p>On-the-job:</p> <ul style="list-style-type: none"> • Investigate HR’s joined-upness and its alignment with business needs and identify potential improvements • Visit leading edge HR organisations and adapt and import improvements for your own organisation • Develop a ‘sales pitch’ to managers of how effective people management will help them deliver and how HR can help <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • Personnel NVQ Level 5 • MSc in Human Resource Management and Development (National School) • HR transformation workshops (National School) <p>Reading:</p> <ul style="list-style-type: none"> • Magazines/journals - Human Resource Management, Harvard Business Review • ‘The HR scorecard’ by Mark Huselid • ‘Living Strategy: putting people at the heart of corporate purpose’ by Lynda Gratton • ‘Human Resource Champions’ by Dave Ulrich

	<p>People:</p> <ul style="list-style-type: none"> • Speak to IT professionals about how technology could improve HR services • Ask managers about potential improvements that could be made to people management policies or practices.
<p>Acts as a Change Agent</p>	<p>On-the-job:</p> <ul style="list-style-type: none"> • Contribute to business change or restructuring programmes • Learn about and apply performance improvement models e.g. EFQM, Six Sigma • Analyse a recent organisational restructuring and identify what went well, not so well and potential improvements • Design interventions to engage people in change • Produce a diagnosis of performance issues in a business area and a resulting action plan <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • MA in HR strategy and change (National School) • 'The OD Practitioner' (National School) • 'Consulting and Change Agent Skills' (National School) • Programme management skills training <p>Reading:</p> <ul style="list-style-type: none"> • 'Re-engineering the Corporation' by Hammer & Champy • 'Leading Change' by John Kotter <p>People:</p> <ul style="list-style-type: none"> • Speak to senior business managers about the contribution HR can make to facilitating change
<p>Building Personal Credibility</p>	<p>On-the-job:</p> <ul style="list-style-type: none"> • Ask for feedback from business and HR colleagues on your personal contribution and action improvements • Challenge business managers and other HR professionals constructively in order to improve performance • Undertake a regular evidenced diagnosis of your own capability <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • Consultancy skills training • Relevant Personal Effectiveness courses e.g. influencing, facilitation, presentation, listening <p>Reading:</p> <ul style="list-style-type: none"> • 'Seven Cs of Consulting' by Mick Cope • 'Flawless Consulting' by Peter Block <p>People:</p> <ul style="list-style-type: none"> • Speak to stakeholders, managers, peers, and staff about how you might improve your performance.

Development Examples – Level 3 (SCS PB1)

	Level 3 (SCS PB1)
General	<ul style="list-style-type: none"> • Develop your capability against HR professional standards (Level 3) • Continue to develop Core Skills • Develop Leadership skills • Gain Fellowship membership of CIPD (FCIPD) • Develop strong links with and strategic contribution to the business • Undertake continuous professional development
Knowing the Business	<p>On-the-job:</p> <ul style="list-style-type: none"> • Produce a horizon-scanning analysis of the organisational environment, the issues for the organisation, and how they might be addressed. • Work on a cross-departmental delivery project team <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • MBA • Senior HR transformation workshops (National School) e.g. Dave Ulrich (8 Nov) <p>Reading:</p> <p>People:</p> <ul style="list-style-type: none"> • Ensure regular information exchanges with senior business managers
Demonstrating HR expertise	<p>On-the-job:</p> <ul style="list-style-type: none"> • Work with senior managers to identify the future competencies needed by the organisation and how any gaps might be met • Design and agree with the business a framework of people performance measures • Examine people information flows in your organisation and identify how technology might be applied to deliver more effectively • Undertake a peer review for another HR function • Work on a cross-departmental HR project team • Develop an HR talent management plan for the HR function <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • Senior HR transformation workshops (National School) • Networking opportunities – HR profession; SOCPO; CIPD <p>Reading:</p> <p>People:</p> <ul style="list-style-type: none"> • Identify and speak to the key performers in your organisation to understand and address their motivation, blockers etc.

<p>Acts as a Change Agent</p>	<p>On-the-job:</p> <ul style="list-style-type: none"> • Lead an organisational restructuring project team • Develop a process for identifying and transferring good practice across the organisation • Diagnose organisational capability issues and produce recommendations to address • Design a change programme to address an organisational need <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • MA in HR strategy and change (National School) • Senior HR transformation workshops (National School) e.g. Jay Galbraith (27-29 Jan) <p>Reading:</p> <p>People:</p> <ul style="list-style-type: none"> • Speak to people about their personal experience of change and how it is impacting on the front line.
<p>Building Personal Credibility</p>	<p>On-the-job:</p> <ul style="list-style-type: none"> • Engage an executive coach to give you feedback on your behaviour and performance • Make presentations to significant audiences on your HR activity • Lead a non-HR related corporate project <p>Courses/Qualification:</p> <ul style="list-style-type: none"> • Leadership programmes (National School) <p>Reading:</p> <p>People:</p> <ul style="list-style-type: none"> • Identify and build alliances with key performers in the organisation • Speak to stakeholders, managers, peers, and staff about how you might improve your performance.

9. HR Career Principles

The main points covered in this workbook can be summarised in seven HR Career Principles which apply to all HR roles in the Civil Service.

1. Professional Standards – the Civil Service HR Professional Standards are the core standards for anybody working in HR

Departmental frameworks should integrate with the Civil Service HR Professional Standards. Departments may build on the standards or adapt the language slightly to reflect their organisational context but the content should remain as the minimum professional standards for all Civil Service HR professionals. Other standards frameworks e.g. CIPD should be complementary to the HR Professional Standards and the linkages will be clearly mapped for individuals.

2. Professional Recognition - every HR professional should seek to gain professional qualification and recognition to deepen their expertise

We encourage HR professionals to gain qualifications to reinforce their professional expertise but they are not in themselves a demonstration of competence. HR professionals will need to apply their expertise to add value to the business. Suitable qualifications might include CIPD professional recognition, an MA in HR Strategy, or customer service or PPM qualifications depending on your role.

3. Business experience and knowledge – every HR professional should seek to gain experience and knowledge of working in the line so they can stay attuned to the needs of the business

HR professionals can only add real value if they understand the business. This does not necessarily mean a lengthy secondment to the line. It could involve project work; business orientation or liaison meetings; job rotation; short-term attachments; shadowing etc. As well as line experience, HR professionals may also consider wider experience of other corporate services.

4. Continuous Professional Development – every HR professional should seek to continuously improve their performance and professional expertise

HR professionals should be continuously seeking to get better at what they do. CPD can include work-based learning; conferences or events; learning from other HR professionals; development courses or activities; building professional networks; reflection; reading etc.

5. Different career paths – HR professionals will follow a range of career paths and the HR function should be open to people transferring from the business into HR and vice versa

There will be a number of routes to career success in HR from the individual rising through HR to managers transferring in from the line. Individuals should be enabled to move around HR roles and between HR and other professional areas to build experience. Career success need not mean reaching the top. For many it will be a satisfying and successful career at a level they are happy with, with lateral moves as important as promotion moves.

6. Valuing all HR roles – each HR role makes a valid and vital contribution to the overall success of the HR function and its partnering with the business.

The HR function can only be successful if the different roles e.g. transactional HR services specialist, business partner, etc work to their best individually and together. A well run HR service centre is as important as good HR policies and practices which are as important as strong business partnerships.

7. HR Talent Management Plans – every HR Director should have a talent management plan for developing and resourcing the HR professionals in their function, actively seeking to grow their own talent. The Head of HR Profession will provide leadership and support across the Civil Service.

The commitment of HR professionals in the Civil Service will be matched by support from departments and the centre to enable HR professionals to reach their highest level of capability in line with business needs.

10. What if I still have questions?

You may find the answers on one of the following websites:

- PSG website – <http://psg.civilservice.gov.uk>
- HR Profession website – <http://hr.civilservice.gov.uk>

Otherwise you should speak to your manager for advice.

If your question is still unanswered please email MPM with the subject title '*HR PSG Query*' at mpm@cabinet-office.x.gsi.gov.uk

Feedback

This is a first draft of the workbook. Although it has been developed with current HR professionals, we are sure it can be improved and would welcome your suggestions or additions e.g. development options, comments on the HR professional standards or underpinning guidance.

Please email MPM with the subject title '*HR workbook improvements*' at mpm@cabinet-office.x.gsi.gov.uk

Annex – HR career case studies

<p>Helen joined the Civil Service in her mid-twenties as an HR policy adviser (HEO) after working in HR in a retail company. She was part-CIPD qualified.</p>	<ul style="list-style-type: none"> • <i>Entry with experience outside Civil Service</i> • <i>Working towards professional accreditation</i>
<p>She reviewed her skills with her manager against the Level 1 (HEO) HR professional standards and the PSG framework more broadly. Helen had set her sights on reaching grade 7 within 3-5 years so also reviewed herself against the Level 2 (Grade 7) HR standards. Together they identified development priorities and opportunities. These included:</p> <ul style="list-style-type: none"> ➤ Regular meetings with delivery managers and a mentor from the line to build business understanding ➤ Broadening and deepening her HR professional expertise through CPD, shadowing other HR roles, and gaining CIPD chartered membership ➤ Developing her core skills and leadership capability both on the job (<i>People Management, Programme and Project Management</i>) and through other development options (<i>Finance</i> through foundation course then attachment to Finance Division; <i>Analysis and Use of Evidence</i> through a development module, application back in the workplace, and an action learning set) <p>Throughout this time Helen gained regular feedback on her development and used it to sharpen her performance.</p>	<ul style="list-style-type: none"> • <i>Building business experience and knowledge</i> • <i>Developing HR professional expertise</i> • <i>Continuous professional development</i> • <i>Working towards professional accreditation</i> • <i>Developing leadership and core skills</i>
<p>After a short stint as a junior HR business partner, Helen was promoted to head up an HR service centre at G7 level. The post helped her to reinforce her skills and she continued to build her professional expertise. In particular, she grasped the opportunity of this post to develop and demonstrate her leadership skills, and to begin to develop the SCS core skill <i>Communications and Marketing</i> in her work.</p>	<ul style="list-style-type: none"> • <i>Building business experience and knowledge</i> • <i>Developing HR professional expertise</i> • <i>Continuous professional development</i> • <i>Developing leadership and core skills</i> • <i>Gaining broader experience of operational delivery within current role</i>
<p>After a couple of successful years Helen decided she was ready for a change and moved outside of HR to an operational delivery post drawing on the skills and experience she had already gained. She maintained professional links back to HR through a mentor, her networks, and reading. She also gained new insights into the delivery of HR through her time in the line.</p>	<ul style="list-style-type: none"> • <i>Gaining broader experience</i> • <i>Building business experience and knowledge</i> • <i>Developing HR professional expertise</i> • <i>Continuous professional development</i> • <i>Developing leadership and core skills</i>
<p>Helen decided to enhance her skills further through the Public Sector MBA which gave her underpinning knowledge and understanding which she then demonstrably applied in her work, particularly on the SCS core skill <i>Strategic Thinking</i>.</p>	<ul style="list-style-type: none"> • <i>Developing leadership and core skills</i>
<p>Helen has just been appointed to the role of senior HR business partner at SCS payband 1 after deciding to return to HR and after meeting the PSG requirements.</p>	

<p>Maxine began her career as a customer adviser in an HR service centre. She had already done similar jobs outside the Civil Service and found the customer contact rewarding. To get herself a portable qualification and recognise her ability, she gained a customer service NVQ.</p>	<ul style="list-style-type: none"> • <i>Entry with experience outside Civil Service</i> • <i>Working towards professional accreditation</i>
<p>Although Maxine had started work with an interest in people as customers rather than from an HR perspective, she increasingly became attracted to the latter. She talked to her team leader who put her in touch with an HR Expert within the function to talk through her options. She decided to work towards the CIPD Certificate of Personnel Practice and asked the HR Expert if they would be willing to coach her through this.</p>	<ul style="list-style-type: none"> • <i>Developing HR professional expertise</i> • <i>Working towards professional accreditation</i>
<p>After gaining Associate membership of the CIPD, Maxine moved to an HR policy adviser job in an HR Centre of Expertise. She began study to become a chartered member of CIPD, using work-based examples as the core of her learning. She also developed her professional expertise through a series of job rotations in her own HR function and shadowing CIPD study colleagues in their organisations.</p>	<ul style="list-style-type: none"> • <i>Developing HR professional expertise</i> • <i>Working towards professional accreditation</i>
<p>At her development review, Maxine and her manager discussed her wider development beyond HR. She recognised that improving her core skills would help her be a better HR professional as well as a better manager. She developed these through a combination of on-the job experiences, workshops, and reading. As part of her CPD, she kept a learning log and agreed with her manager that they would talk this through once a month reflecting on what she had learnt and how she could apply it at work. Her role in a cross-functional project team proved particularly instructive, both in developing these skills and building her business awareness.</p>	<ul style="list-style-type: none"> • <i>Developing leadership and core skills</i> • <i>Building business experience and knowledge</i> • <i>Continuous professional development</i>
<p>When she and her manager thought she was ready, she applied for posts as a G7 in an HR Centre of Expertise. She was successful on the second attempt. In this post she developed her leadership skills by running a small team; worked hard to understand the key business issues through regular liaison meetings; and kept up her CPD.</p>	<ul style="list-style-type: none"> • <i>Developing leadership and core skills</i> • <i>Building business experience and knowledge</i> • <i>Developing HR professional expertise</i>
<p>Maxine was identified by her HR Director as having strong potential to go further but she decided that she was happy at the level she was at and that there were many more challenges she wanted to tackle. She explained this to her manager and HR Director whilst stressing that she still wanted their support to develop her career laterally. Subsequently she utilised and developed further her core skills by taking on an HR Project Manager post in another government department, before moving to an HR Expert role in local government. Maxine expects to return to the Civil Service at a later date but is keeping an eye on the work life balance and development opportunities available in different sectors.</p>	<ul style="list-style-type: none"> • <i>Gaining broader experience</i> • <i>Building business experience and knowledge</i> • <i>Developing HR professional expertise</i> • <i>Continuous professional development</i> • <i>Developing leadership and core skills</i>

<p>Micah had worked in both policy and operational delivery roles and upon reaching his mid 30s was looking for a new challenge. He spotted a recruitment drive by his HR Director to bring people with business experience into the HR function. Micah had been frustrated in the past both by the lack of value he thought was placed on good people management and at the business awareness of HR and decided this was a chance to make a difference. After discussing it with his manager, the HR Director, and his mentor, he decided to apply and was appointed as an HR Business Partner.</p>	<ul style="list-style-type: none"> • <i>Entry with experience outside professional area</i> • <i>Gaining broader experience</i>
<p>Micah was aware that although he had good business skills and had always been rated as a strong people manager, he lacked HR professional expertise. Working with his new manager he took the following approach to his orientation:</p> <ul style="list-style-type: none"> • Participated in the ‘New to HR – Orientation event’ run by the National School of Government which gave him the key issues and direction for HR in the Civil Service • Talked to his business contacts about the key people issues for them • Talked to other HR business partners and HR experts in the function about these issues and possible solutions, and started to build professional contacts to support him • Identified what value he could add to the HR function and agreed with his HR Director a plan for helping to upskill other HR staff in those areas 	<ul style="list-style-type: none"> • <i>Developing HR professional expertise</i> • <i>Developing leadership and core skills</i> • <i>Building business experience and knowledge</i>
<p>On the job, Micah found he was able to contribute effectively both in his assigned business units and in the HR function. He built strong links with his HR colleagues to plug his knowledge whilst also developing his HR expertise on the job. He quickly came to appreciate the issues on both sides of the business relationship and through his experience was able to help build better partnerships between senior managers and HR.</p>	<ul style="list-style-type: none"> • <i>Developing leadership and core skills</i> • <i>Building business experience and knowledge</i>
<p>After 3 years, Micah returned to an operational delivery post. He felt he had gained broader experience and new insights into how he and his unit could lead and manage people to deliver their goals more effectively, as well as the kind of support and expertise that HR could offer. This added to his skills portfolio. He is now working towards promotion to the Senior Civil Service.</p>	